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MEMORANDUM FOR: Deputy Director (Support)

SUBJECT: Personnel Functions

REFERENCE: Memo from DD/S to D/Pers Dated 16 June 1958,
subject: "Proposed Revision of the Table of
Organization for the Office of Personnel"

1. Referenced memorandum requested the Office of Personnel to proceed with steps to review Agency personnel activities to accomplish better standardization, streamlining and economy. A progress report was requested by 15 September 1958.

2. The scope of the study set forth in your memorandum is such, in our view, as to ultimately bring under review all elements of the Agency to which full time personnel officers or assistants are assigned. Accordingly, in considering plans for undertaking the survey, it seemed necessary to provide for several stages through which our review would be conducted. The plan developed for this purpose, and the progress made thus far is described in the subsequent paragraphs of this memorandum.

3. The reorganization of the Office of Personnel approved by the Deputy Director (Support) in reference reflected the recommendations contained in a survey report written by [redacted] in December 1957, a copy of which is attached as Tab A. Logically, the first step was to complete the implementation of the changes in organization and procedures contemplated under the new table of organization. In the main, this has now been accomplished, although additional time is required to assay the extent to which the benefits anticipated will actually materialize. Among the items of action taken were:

a. Reduction of five personnel-type positions (and corresponding ceiling) in the PI and PP Staffs. The incumbents of these five positions had been engaged in career planning activities. Since these functions and the employees were assimilated by the newly organized Clandestine Services Personnel Division (incorporated for ceiling purposes in the new Office of Personnel T/O) the DD/P has agreed to the transfer of these five ceiling units to the DD/S. Combined with the saving of four ceiling spaces effected under the new Office of Personnel T/O (over the previous T/O), this represents a total reduction of nine positions dealing with personnel functions.

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b. In order to improve and strengthen the mechanisms for personnel management and control in the Clandestine Services (as envisaged in the 1957 survey report), I have participated in conferences with DD/P officials, conducted to explore specific methods for dealing with the special problems encountered by the Clandestine Services. An outline of the goals and procedures developed for these discussions is attached as Tab B. The DD/P has accepted these plans as the framework for managing the personnel of the Clandestine Services; it cannot be said, however, that the panels and the panel chairman are yet functioning in accordance with this program. To the extent that I have the time to do so, I plan personally to monitor this aspect of the personnel program of the Clandestine Services in order to assist the panels and their chairmen work out firm patterns for discharging their responsibilities.

c. The physical relocation of official personnel files for employees who are members of the Clandestine Services (including staff agents) in the DD/P work area has now been accomplished, although the Office of Personnel continues to maintain control over this activity.

d. The Clandestine Services Personnel Division has been activated as a staff arm for the DD/P, through the SGA-DD/S, to advise and assist him in (1) discharging his managerial and supervisory responsibilities for all personnel assigned to the DD/P organization, and (2) performing those functions necessary to insure the development and utilization of the members of the Clandestine Services Career Service. This change is in harmony with the principle adopted previously by the Career Council to decentralize personnel management responsibilities where feasible to the Career Services. The conclusions which we will reach concerning the scope and kind of activities conducted by the area division personnel officers will undoubtedly be affected by the role performed by this central DD/P personnel group.

4. At the same time we have also acted to make improvements in areas where the appropriate course could be determined without intensive survey-type analysis. I have, for example, made a substantial reduction in the staffing of the Projects and Procedures Staff. The functions of this group have been defined to restrict its work to regulations writing, and at the officer level it now comprises only the Chief and two technicians. The further possibility of eliminating one of these positions is now under consideration.

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5. Now that most of the changes which we have had under study during the past nine months have been put into effect, we plan to institute formal survey-type procedures addressed to the task outlined in referenced memorandum. A senior member of the Office of Personnel will carry on this review in collaboration with the Management Staff. The target date for submitting findings is 15 January 1959.

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GORDON M. STEWART
Director of Personnel

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